

DEPARTMENT OF PUBLIC WORKS AND ENVIRONMENTAL SERVICES BUSINESS PLANNING AND SUPPORT

Business Planning and Support

Agency Position Summary

34 Regular Positions (-2) / 34.0 Regular Staff Years (-2.0)

Position Detail Information

Office of the Director

1	Director, Dept. of Public Works
1	Management Analyst IV
1	Administrative Assistant V
1	Administrative Assistant III
4	Positions
4.0	Staff Years

Business Support

1	Management Analyst IV
3	Management Analysts III
3	Training Specialists III
3	Management Analysts II
0	Programmer Analyst IV (-1)
1	Programmer Analyst III
2	Programmer Analysts II
2	Network/Telecom. Analysts II
1	Data Analyst II
1	Info Tech. Program Manager II
1	Fiscal Administrator
3	Administrative Assistant V
2	Administrative Assistants IV
5	Administrative Assistants III (-1)
2	Administrative Assistants II
30	Positions (-2)
30.0	Staff Years (-2.0)

(-) Denotes Abolished Position

BUSINESS PLANNING AND SUPPORT

Agency Mission

To facilitate program leadership in stormwater, wastewater, solid waste, land development, capital facilities, and facilities management.

Agency Summary					
Category	FY 2001 Actual	FY 2002 Adopted Budget Plan	FY 2002 Revised Budget Plan	FY 2003 Advertised Budget Plan	FY 2003 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	35/ 35	35/ 35	36/ 36	36/ 36	34/ 34
Expenditures:					
Personnel Services	\$1,741,421	\$2,112,605	\$1,925,471	\$2,263,018	\$2,128,863
Operating Expenses	636,320	717,446	838,552	565,287	565,287
Capital Equipment	0	0	18,413	0	0
Subtotal	\$2,377,741	\$2,830,051	\$2,782,436	\$2,828,305	\$2,694,150
Less:					
Recovered Costs	(\$205,000)	(\$122,864)	(\$122,864)	(\$145,210)	(\$145,210)
Total Expenditures	\$2,172,741	\$2,707,187	\$2,659,572	\$2,683,095	\$2,548,940
Income:					
Training Seminars	\$995	\$965	\$965	\$965	\$965
Copying Machine Revenue	48,332	51,545	51,545	52,575	52,575
Miscellaneous Revenue	28,112	13,158	13,158	13,158	13,158
Reimbursement for Recorded Tapes	11,409	4,030	11,409	11,409	11,409
Total Income	\$88,848	\$69,698	\$77,077	\$78,107	\$78,107
Net Cost to the County	\$2,083,893	\$2,637,489	\$2,582,495	\$2,604,988	\$2,470,833

Board of Supervisors' Adjustments

The following funding adjustments reflect all changes to the FY 2003 Advertised Budget Plan, as approved by the Board of Supervisors on April 29, 2002:

- ◆ A net decrease of \$134,155 and 2.0 SYE positions as part of the \$28.8 million Reductions to County Agencies and Funds approved by the Board of Supervisors to allow for a two-cent real estate tax rate reduction and to provide additional funding for the Fairfax County Public School system. These reductions include the elimination of 1/1.0 SYE Programmer Analyst IV and 1/1.0 SYE Administrative Assistant III, resulting in a savings of \$105,962, and a decrease in exempt limited-term hours, resulting in a savings of \$28,193.

The following funding adjustments reflect all approved changes to the FY 2002 Revised Budget Plan from January 1, 2002 through April 22, 2002. Included are all adjustments made as part of the FY 2002 Third Quarter Review:

- ◆ A net decrease of \$135,359 as part of the \$24.2 million Reductions to County Agencies and Funds approved by the Board of Supervisors to address the FY 2002 revenue shortfall and increased public safety requirements. These reductions include a savings of \$135,359 from the management of position vacancies.

BUSINESS PLANNING AND SUPPORT

County Executive Proposed FY 2003 Advertised Budget Plan

Purpose

Business Planning and Support (BPS) is an agency that meets the administrative needs of the Department of Public Works and Environmental Services (DPWES) agencies through the Director's Office and three operational branches - financial management, systems administration, and human resources.

The Office of the Director is responsible for overseeing the development and implementation of the Department's Strategic Plan, which aligns the Department with its Guiding Principles (the mission, vision, leadership philosophy, and operational values). The Strategic Plan integrates the Department's Business Centers: Wastewater Management, Stormwater Management, Capital Facilities, Solid Waste Management, Land Development Services, and Facilities Management into one cohesive organization that is committed to working collaboratively with all its stakeholders, is highly focused on public and customer service, enables all employees to exercise their leadership skills and is constantly renewing itself. By aligning with its Guiding Principles, the Department will be well equipped for high performance in meeting the changing expectations of our elected and appointed leadership and the evolving needs of its customers.

Business Support consists of three branches which provide support services to the Land Development Services business area and department-wide advice and counsel in administrative matters, particularly in systems administration, human resources, and financial management.

The function of the Systems Administration Branch (SAB) is to provide information technology support for the Land Development Services (LDS) and Business, Planning & Support (BPS) business areas of DPWES and to act as an authority for department-wide information technology (IT) issues.

SAB supports and develops automated systems used by LDS/BPS to provide faster and more efficient service to its customers. These systems, including the Land Development System, Inspections Services Information System, as well as numerous small "in-house" applications, complete nearly 15 million transactions per year. SAB also supports network and PC operations for 343 users, 532 PCs, seven servers, and numerous peripherals.

On a department-wide scale, SAB leads and facilitates the prioritization and budget strategy for large scale IT initiatives, provides direction for IT policy affecting the department's 1,133 users, and develops Internet applications to help extend the department's services to a 24/7 basis. With a department-wide IT staff of 19, the branch provides assistance in the recruitment process for the entire department's IT professionals.

The function of the Human Resources Branch (HR) is to provide training and comprehensive human resources support for the Land Development Services (LDS) and Business, Planning & Support (BPS) business areas of DPWES and to act as an authority for department-wide HR issues.

The Human Resources Branch ensures that agency human resource policies and procedures are in conformance with County regulations. The HR Branch also manages the Training Center on a daily basis; provides a full range of employment services including recruitment, interviewing, developing selection processes, and employing and providing new employee orientation; processes personnel actions into the Fairfax County PRISM system and counsels management and employees on a variety of personnel actions such as employee benefits, promotions, reassignments, reclassifications, retirement, etc.; conducts job analyses; oversees the development, implementation, and evaluation of personnel/training programs; prepares budget requests involving training needs; operates the multi-rater pay for performance systems for DPWES; and provides guidance in the area of employee relations. The HR Branch also serves as a resource to DPWES regarding interpretation of personnel regulations, resolution of complex personnel issues, and consultation services for sensitive management and employee issues.

BUSINESS PLANNING AND SUPPORT

The function of the Financial Management Branch (FMB) is to provide financial management for the Land Development Services (LDS) and Business Planning and Support (BPS) business areas with a total annual budget of \$23 million. FMB operates a centralized Cashier's Office for collection of development-related fees for several county agencies, accounting for approximately \$56 million of revenue annually. The Financial Management Branch serves as a liaison on department-wide financial matters.

FMB determines and recommends operational requirements for the annual budget submission and quarterly budget reviews by soliciting information from the appropriate managers. FMB is also responsible for initiating all procurement actions and establishing and monitoring service contracts. Additionally, the branch ensures sound financial procedures and policies are in place to safeguard resources.

Key Accomplishments

- ◆ Initiation of a DPWES Strategic Plan which includes the department's Guiding Principles (mission, vision, values, leadership philosophy), performance measurements, strategy statements and tactical plans, and charters for the lines of business core teams and ad hoc committees.
- ◆ Creation by a group of employees of a set of Work Guidelines endorsed by the Department's Leadership Council for department-wide commitment to agreed-upon behaviors.
- ◆ Refinement of the Multi-Rater Performance Evaluation System which expanded on the type of information provided to employees and management, provided greater consistency in the operation of the system DPWES-wide, and improved on employee and management perceptions of fairness and acceptance of the multi-rater system. Development of Pay for Performance Software which facilitated the accurate recording of multi-rater performance evaluations and enabled greater analysis DPWES-wide. Implementation of an ongoing performance evaluation assessment survey.
- ◆ Reinstitution of the departmental newsletter produced quarterly by a team of employees.
- ◆ Formation of an Information Technology Committee to identify, evaluate, and recommend areas where system or programmatic IT enhancements should be considered within the Department.
- ◆ Formation of an Alliance Team to create and sustain strong relationships with internal and external stakeholders. The goal is to lead the lines of business in state-of-the-art practices for the delivery of services.
- ◆ Education of departmental supervisors during a series of Leadership Development Days. The curriculum included high performance organization theory, the role of the supervisor in fostering high performance, situational studies in the application of the department's Guiding Principles, and the development of Individual Plans for supervisors to implement the high performance model within their units.

FY 2003 Initiatives

- ◆ Establish "Partners", a group of employees from throughout the Department who will partner with the Leadership Council in the change process and engage the workforce in further dialogue about departmental initiatives.
- ◆ Continue to improve department-wide coordination of financial management, human resources, information technology, and training.
- ◆ An employee orientation program within DPWES will be established in order to assimilate new employees into the Department. The purpose of the orientation program will be to define the expectations of the new employee through communicating the Department's vision, mission, leadership philosophy, and values; and to educate new employees on the Department's diverse functions and services and how their role fits into its mission.

BUSINESS PLANNING AND SUPPORT

- ◆ In order to determine whether DPWES is aligning itself with its vision, a system of performance measures will be developed to demonstrate the effectiveness of the strategic initiatives being implemented in achieving the vision.
- ◆ An Environmental Strategy Statement will be prepared in order to define the Department's role in its stewardship of the environment. The Strategy Statement will be used to further develop and implement action plans to carry out the Department's environmental role.
- ◆ A pilot will be developed to determine a model for self-directed teams to operate each of the Department's business areas, which is the direction of the Department's organizational migration. The pilot will be implemented within the Wastewater Management and Solid Waste Management businesses for evaluation, which will enable the Department to "fine tune" the model prior to the migration Department-wide.
- ◆ An inventory of DPWES' workforce competencies for position classes will be developed in order to identify the knowledge, skills, and abilities that employees will require to perform their duties. This inventory will assist the Department in developing strategic initiatives in multiple areas that aligns with the competencies required for DPWES positions. Areas include recruitment and hiring, development of training programs, and performance management systems.

Performance Measurement Results

A review of the performance indicators reveals a high degree of commitment to the employees of DPWES. The number of certification lists processed was far less than the estimate. The estimate assumed that approximately one-third of authorized positions would be vacant during the fiscal year. The actual reflects about one-sixth of the authorized positions were vacant at some point during FY 2001.

Funding Adjustments

The following funding adjustments from the FY 2002 Revised Budget Plan are necessary to support the FY 2003 program:

- ◆ An increase of \$150,413 in Personnel Services associated with salary adjustments necessary to support the County's compensation program.
- ◆ A net decrease of \$87,744 in Operating Expenses not required in FY 2003 as a result of the one-time carryover of expenditures for reimbursement to the Habitat for Humanity for fees associated with the Stevenson Avenue Projects.
- ◆ A net decrease of \$127,159 primarily for Information Technology infrastructure charges based on the agency's historic usage and the Computer Equipment Replacement Fund (CERF) surcharge to provide for the timely replacement of the County's information technology infrastructure.
- ◆ An increase of \$22,346 in Recovered Costs reflecting actual support provided to Department of Public Works and Environmental Services agencies.

The following funding adjustments reflect all approved changes to the FY 2002 Revised Budget Plan since passage of the FY 2002 Adopted Budget Plan. Included are all adjustments made as part of the FY 2001 Carryover Review and all other approved changes through December 31, 2001:

- ◆ As part of the FY 2001 Carryover Review, an increase of \$15,680 in Operating Expenses due to encumbered carryover.
- ◆ Unencumbered carryover of \$72,064 to reimburse the Habitat for Humanity of Northern Virginia for fees associated with the Stevenson Avenue project as directed by the Board of Supervisors.

BUSINESS PLANNING AND SUPPORT

- ♦ A Management Analyst III position was transferred from Land Development Services to Business Planning and Support to more accurately reflect the duties performed by this position. Funding will be transferred as part of the *FY 2002 Third Quarter Review*.

Objectives

- ♦ To provide clear direction, leadership, and strategic management necessary for all DPWES agencies to deliver services efficiently and effectively by achieving 100 percent of performance targets.
- ♦ To maintain 100 percent satisfaction with all time-sensitive deadlines for agency fiscal requests.
- ♦ To ensure that BPS and LDS obtain 100 percent of the certification lists from the Department of Human Resources within 4 weeks.

Performance Indicators

Indicator	Prior Year Actual			Current Estimate	Future Estimate
	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate/Actual	FY 2002	FY 2003
Output:					
Performance targets managed	NA	37	35 / 35	36	36
Fiscal requests completed	NA	NA	2,900 / 3,657	3,100	3,100
Certification lists processed	NA	100	100 / 58	50	50
Efficiency:					
Staff per fiscal request completed	NA	NA	483 / 610	517	517
Staff per certification list processed	NA	50	50 / 26	25	25
Service Quality:					
Percent of senior managers satisfied with the leadership	NA	NA	90% / 90%	90%	90%
Percent of fiscal requests completed accurately	NA	100%	100% / 100%	100%	100%
Weeks to forward certification lists to program staff	NA	4	3 / 1	1	1
Outcome:					
Percent of PM targets achieved	NA	100%	100% / 100%	100%	100%
Percent of agency budget projects completed on time	NA	100%	100% / 100%	100%	100%
Percent of certification lists obtained within four weeks	NA	100%	100% / 100%	100%	100%